



November 1, 2025

Dear Oaks Members,

As we progress past the third quarter of the year, on behalf of the Board of Directors, I am pleased to share this quarterly update with you detailing accomplishments from across all sectors of the Club. The Oaks Country Club continues to perform well both financially and operationally, which is only possible with membership support and the strong management team we have in place. In the sections that follow, you will find an overview of year-to-date activities and a glimpse into future plans.

**Financial Performance:** During the first three quarters of 2025, the Club performed well in all financial aspects, highlighted by \$7.23 million of revenue and \$1.2 million of EBITDA, both in line with plan. Our management team continues to steward the operations efficiently, keeping our operating expenses within budget despite inflationary pressures in food & beverage, staff salaries and health insurance.

Our full membership has allowed us to use membership dues to pay our operating expenses and reduce our debt obligations. Coupled with initiation fees (\$273,000 year-to-date), we have also made capital expenditures of \$966,000, which is \$123,000 above our depreciation expense and demonstrates a healthy level of reinvestment in our Club.

We have repaid \$644,000 of debt. Our term note and cart loan have balances of \$1,363,825 and \$183,099, and require monthly payments of \$61,827 and \$17,257, respectively. The cart note matures in August 2026. Current plans are to replace the cart fleet in the Spring of 2027, meaning we should save about \$138,000 of cash flow during the period between maturity and the purchase of new carts.

The term loan matures in August 2027. This debt was part of a two-phase, \$7.2 million renovation plan started in 2014. Repaying this debt and hopefully continuing to see interest rates ease, will put the Club in an excellent position to execute our Vision 2030 plans.

**Membership:** The Club continues to have a robust membership. As of this month, the Club has 530 full shareholder equivalent members – this is up 5 from October 2024. We continue to have an extensive waitlist of new members eager to join. Currently, the waitlist stands at 60 people requesting either a regular shareholder, intermediate or junior membership. Michelle continues to provide tours to prospective members and the response has been very positive. At the October meeting, the Board approved an increase

in initiation fees for all membership levels effective January 1, 2026, including an increase for a full shareholder membership to \$35,000 from the current initiation fee of \$25,000.

**Golf Operations:** The golf course has been absolutely fantastic this year. Many thanks to Dan and his team, who have provided an exceptional golf course for members and their guests to enjoy throughout the year in spite of the wind, flooding, heat, snow and everything else our course has endured. The beautiful fall weather has allowed the crews to get ahead of winter maintenance.

The Club has and will continue to make prudent investments in our course and equipment to ensure we have a championship caliber golf course. As I mentioned last quarter, several of our green-side fans were failing and the Board approved a test of six new, quieter models that were installed near the clubhouse. The reviews were overwhelmingly positive, and the Greens and Grounds Committee has made a recommendation to replace the remaining fans before next summer.

The 2025 golf season has offered a lot in the way of events, clinics and tournaments for all to enjoy. The season will wind down soon with Founder's Cup and Superintendent's Revenge. The Golf Committee is already developing our 2026 schedule of events and will be publishing the calendar in early 2026.

**Clubhouse Operations:** Food and beverage sales are slightly ahead of plan, but inflation for cost of goods, wages and benefits has negatively impacted margins. Our management team continues to focus on this area. In previous letters, I mentioned there were items in the membership survey that would be near-term priorities for the Board. Jared continues to make progress with staff and manager training, and I hope you have experienced an improved and consistent level of service while dining at the Club.

The House Committee has been diligently working on multiple projects to ensure our clubhouse remains beautiful, operationally sound and equipped with the best facilities for our members and guests. In addition to the various projects I mentioned last quarter, we are in the process of replacing our failing emergency lights and exit signs to improve the safety of our members and guests and provide an updated look.

**Entertainment:** The past quarter has been filled with some wonderful events at the Club. The first, but soon to be, annual Luau was a wonderful success, as was the sold out Oklahoma Wine Dinner, and over 500 attended the Halloween Spooktacular on an evening with perfect late October weather! The Committee is working on a Clase Azul Tequila dinner on November 6<sup>th</sup> (sold out), Wreath Making Workshop on November 19th, Grand Wine Tasting on November 21<sup>st</sup>, and a member Christmas Party – Martinis & Mistletoe – to

be held on December 3<sup>rd</sup> as a means to give back to our communities by supporting a local toy drive.

Our barrel pick from Bardstown Bourbon distillery has arrived and will soon be available for purchase. Plans are being made for a tasting event similar to the Marker's Mark party a few years ago. Watch for more information when our private label, Oaks Country Club Founders Cask, is revealed!

**Pool & Racquet:** The summer pool season has come and gone. I always enjoy hearing the sound of kids playing at the pool upon arriving at the Club in the summer and miss that hub of activity during the offseason. Although the facilities have been prepared for winter, the Pool & Racquet Committee remains active. The Committee is compiling a list of improvements to recommend before next season arrives.

The Club's racquet programs have been even more active this year thanks to the efforts of Liz Bacon. Since Liz joined us last year, the Club has seen a robust schedule for clinics, private lessons, tournaments and leagues supporting our tennis and pickleball programs. Nearly 100 members have been regularly engaged in these activities. Great job, Liz!

**Vision 2030 Update:** I have mentioned previously that there were some near-term priorities for the Board. As noted above, the staff and manager training program is underway to support our Favorite Place to Dine initiative. In support of that Initiative and our Compelling Member Experience initiative, our Kids Care program launched in October and was over-subscribed by 20%! Kids Care will be offered on November 7<sup>th</sup> and again in December, with plans to make this event more frequent starting in January.

In support of the Golf Experience initiative, we are implementing the Front Tee recommendation to make the course more playable for those still developing their games or needing a shorter challenge on some holes. Look for construction of a few tee boxes to begin in November with a goal of having all holes ready next spring.

The Board has also approved the introduction of four-seater golf carts making play more manageable and enjoyable for our families with younger members. After watching 2 parents trying to wrangle 4 kids on 2 carts, we thought there just had to be a better way to provide a less stressful and safer experience for our membership. If the idea proves popular, consideration will be given to expanding the initial fleet of 4 carts.

At the October Board meeting, the Master Planned Facilities Committee recommended hiring Irrigation Technologies to begin the initial stages of our eventual need to replace the course irrigation system. This effort will involve developing a course map, sprinkler coverage plan, pipe routing and sizing, as well as identifying materials required, evaluating

our existing storage pond and water sourcing system, and a preliminary cost estimate. This effort will help us better plan for the future capital needs of the Club.

In my letter last month, I mentioned that Will Dierinzo at Tom Hoch Design was developing conceptual designs to advance Vision 2030. The pool building has been mapped and Will is working on conceptual designs for that facility. Mapping of the main clubhouse is nearly complete and conceptual designs will soon begin on that facility. The Board is targeting March for a member town hall event to review the conceptual designs. I will continue to provide updates as we work toward the town hall.

In closing, I hope these quarterly financial and operational updates, highlighting the success of our Club and offering a glimpse into all that the Oaks has to offer, helps you stay better informed as a member. The Board and management's commitment to excellence remains unwavering as we continually seek ways to enhance our service and operations, and most importantly, your experience as a member. As always, please feel free to contact any member of the Board, our committees or the Club's management team with questions or comments – we welcome your feedback. Thank you for your ongoing support and engagement at the Club.

See you in the fairways -

Curtis Dinan

President